NCMA

CMBOK – AOF Matrix

The following matrix cross-references the competencies of the *Contract Management Body of Knowledge* (CMBOK), 7th edition, with the attributes of the *Acquisition of the Future* (AOF) movement. Please note that CMBOK competencies 1.0 – 4.0 are from the *Contract Management Standard*, 3rd edition [American National Standard ANSI/NCMA ASD 1-2019 (R2022)].

	CMBOK →	A. Leadership					B. Management						1.0 Guiding Principles							2.0 Pre-Award				3.0 Award				4.0 Post-Award					C. Learn		
AOF ↓		A.1 Competence	A.2 Character	A.3 Collaboration	A.4 Emotional Intelligence	A.5 Vision	B.1 Business Mgmt	B.2 Change Mgmt	B.3 Financial Mgmt	B.4 Project Mgmt	B.5 Risk Mgmt	B.6 Supply Chain Mgmt	1.1 Skills and Roles	1.2 Contract Principles	1.3 Standards of Conduct	1.4 Regulatory Compliance	1.5 Situational Assessment	1.6 Team Dynamics	1.7 Comm & Documentation	2.1.1 Plan Solicitation	2.1.2 Request Offers	2.2.1 Plan Sales	2.2.2 Prepare Offer	3.1.1 Price or Cost Analysis	3.1.2 Plan Negotiations	3.1.3 Select Source	3.1.1 Man Disagreements	4.1.1 Administer Contract	4.1.2 Ensure Quality	4.1.3 Manage Subcontracts	4.1.4 Manage Changes	4.2.1 Close Out Contracts	C.1 Continuous Learning	C.2 Individual Competence	C.3 Organizational Capability
Buying Team	Mission Focus	X	X	X	X	X		X					X	X			X	X	X	X													X	X	X
	Decision Making	X	X	X	X	X	X	X	X	X	X		X	X			X	X	X	X				X	X	X			X				X	X	X
	Data Use	X	X	X	X	X	X	X	X	X	X		X	X			X	X	X	X				X	X	X			X				X	X	X
	Risk Acceptance	X	X	X	X	X	X	X	X	X	X		X	X			X	X	X	X				X	X	X			X				X	X	X
	Outcomes Orientation	X	X	X	X	X	X	X	X	X	X		X	X			X	X	X	X					X	X			X				X	X	X
	KSA	X	X	X	X	X	X	X	X	X	X		X	X			X	X	X														X	X	X
	Technology Support	X	X				X	X			X			X										X											
	Program -Procurement Relationship	X	X	X	X	X	X	X	X	X	X		X	X	X		X	X	X	X					X	X			X				X	X	X
Marketplace	Market Engagement	X	X	X	X	X		X			X						X		X	X	X					X									
	Buyer-Supplier Relationship	X	X	X	X	X	X	X		X	X		X				X	X	X	X	X				X								X	X	X
	Supplier Participation	X	X	X	X	X		X		X	X	X	X	X		X	X	X	X	X	X				X	X			X				X	X	X
Acquisition	Procurement Flexibility	X	X	X	X	X	X	X		X	X		X	X		X	X	X	X	X													X	X	X
	Suppliers' Role							X										X	X			X	X												
	Internal Customer Relationship							X		X			X			X	X	X	X	X															
	Outcomes Orientation	X	X	X	X	X		X					X	X	X	X	X	X	X										X				X	X	X
	Enterprise Perspective					X		X											X														X	X	X
Culture	Leadership	X	X	X	X	X		X																									X	X	X
	Governance	X	X	X	X	X		X		X			X	X			X	X	X																
	Performance & Accountability	X	X	X	X	X		X					X	X	X	X	X	X	X	X					X	X			X			X			
	Incentives/ Rewards	X	X	X	X	X		X		X																			X						
	Risk Appetite							X			X					X																			
External	Overseers							X			X																								
	Policymakers	X	X	X	X	X		X			X	X	X	X		X																			
	Legal Team							X			X					X	X	X	X																
	Citizens, Media, Beneficiaries							X			X						X		X																